



UNITED STATES MARINE CORPS

3D BATTALION, 9TH MARINES
2D MARINE DIVISION
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IN REPLY REFER TO:

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CO
21 Oct 11

From: Commanding Officer, 3d Battalion, 9th Marines
To: Leaders, 3d Battalion, 9th Marines

Subj: LEADERSHIP GUIDANCE AND EXPECTATIONS

1. The purpose of this battalion is to succeed in combat, regardless of mission or location. The purpose of this letter, then, is to communicate to you my guidance and expectations for the leadership of this battalion necessary to success in combat.

2. Critical to the battalion's success is shared trust. First, a fundamental understanding of the purpose of each of our efforts instills trust in the way forward. Second, a leader's genuine concern for the welfare of our Marines, Sailors and their families engenders trust that personal sacrifices, rather small or large, are not taken for granted. Third; education, training and preparation build trust in our individual and collective abilities to accomplish our assigned tasks. Lastly, and most importantly, a leader's understanding that his leader truly trusts him encourages aggressive decisions and decisive actions. The Sergeant Major and I are ultimately responsible for setting this standard and developing this trust within the entire battalion. We cannot do this alone, though, and require the engagement of all leaders in this battalion. Each of us serves not for ourselves, but rather for those we are entrusted to lead.

3. Each of you, through your display of moral character and proficiency, has earned your leadership position and likewise our full trust and confidence. Exploit this trust and confidence with aggressive decisions and decisive actions. We fundamentally understand that aggressive decisions and decisive actions may at times result in unintended consequences. I personally accept this risk, and we will learn from these instances and move forward. Make no mistake, though, I am not underwriting negligence, recklessness or ill-preparedness. As leaders, you must realize the distinction.

4. We have four basic expectations of leaders that will help foster this trust throughout the battalion. We will hold each of you accountable to these four expectations, and you, in turn, will hold those whom you lead accountable to them, as well. Most importantly, though, all of you will hold the Sergeant Major and me accountable to these same expectations.

- (1) Communicate purpose to every level, especially the lowest level.
- (2) Care for those with whom you serve and those for whom you serve.
- (3) Educate, train and prepare relentlessly.
- (4) Act decisively.

5. Simply put, I expect leaders to lead.

C. E. COOPER, JR.